MANAGER'S MANUAL

A HANDBOOK TO ASSIST

MANAGERS

IN IMPLEMENTING

WORKFORCE ADJUSTMENT

The workforce adjustment task now facing departments is a difficult one. It is particularly challenging for those of you who, as directors, managers and personnel practitioners, will be dealing directly with employees affected by lay-off. This manual has been compiled by the Working Committee on Workforce Adjustment to assist you with this task.

A planned, equitable and humane approach to the management of workforce adjustment is critical to ensure that individuals affected by lay-off receive all the entitlements, information and assistance they need. Emphasis must be placed on meeting the information needs of all employees - those affected and those who will remain - in an open and timely manner.

We do not want managers to feel isolated as they undertake this challenge. This manual and a series of information sessions have been designed to prepare managers to assist their employees, both those laid-off and those remaining, through the various stages that lie ahead.

You will also find in the manual an overview of the roles and responsibilities of the various participants; a summary of the process and procedures for administering the re-employment list; relevant excerpts from Collective Agreements; information on services available to employees; and above all a list of names and telephone numbers of people who are available to provide information and assistance at your request.

The process of laying-off employees is always difficult, as is the renewal process which must follow, but it is important to recognize that these need not be solitary activities. We hope that you will find the information in this manual useful as a starting point and that you will seek assistance as specific needs and concerns arise.

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INTRODUCTION

This manual is a reference document to help ensure that employees laid off as a result of the government's internal reform measures are treated compassionately and receive all the information they need respecting the benefits and services available to them.

It is intended to help departmental executives, managers and personnel practitioners co-ordinate the human resource aspects of the internal reform measures in an orderly manner which meets the needs of both the employee and the organization.

OBJECTIVES:

The objectives of this manual are to:

1. Prepare directors, managers and personnel practitioners to handle, or to coach other managers to handle, lay-off interviews in a sensitive and dignified manner.

2. Provide directors, managers and personnel practitioners with resource information on the benefits and services that employees who are laid-off will be eligible to receive or that will continue to be offered to them for a period of time afterwards.

3. Provide directors, managers and personnel practitioners with resource information on the policies and procedures, roles and responsibilities pertaining to workforce adjustment, thereby minimizing the possibility of errors.

The preparation of this manual is also intended to be a first step in an on-going process that will support the directors, managers and personnel practitioners in meeting their own needs.

ORGANIZATION OF THE MANUAL:

Each section of the manual begins with a cover sheet containing the following information:

Section Title
Section Objective
Topics Covered
Contact Name for further information or interpretation.

Updates for the manual will be circulated if the need arises.

DIRECTORY OF CIVIL SERVICE COMMISSION CONTACTS

Civil Service Commission - Main Switchboard	945-2332
Labour Relations:	
General Office:	945-2126
Director, Negotiation Services: Bob Pruden	945-2236
Employment Counselling and Support Services:	
General Office:	945-2330
Manager: Kim Anthony	945-1432
Organization & Staff Development:	
General Office:	945-2265
Director: Herb Robertson	945-4865
Employee Assistance Program:	
General Office:	945-5786
Manager: Dale MacKenzie	945-8788
Personnel Services:	
General Office:	945-2373
Director: Ingrid Bergmann	945-2370
Decentralization:	
General Office:	945-1552
Decentralization: Don McIntosh	945-1553
Management Information and Support Services:	
General Office:	945-2332
Director: Jim Robson	945-2372
Program & Policy Development:	
General Office:	945-2907
Director: Deanna Hegge	945-3622

OVERVIEW OF THE WORKFORCE ADJUSTMENT PROGRAM

SECTION OBJECTIVE:

To provide managers with information on the Workforce Adjustment Committee structure, the principles and components of the program and the associated roles and responsibilities.

Included in this section:

- Joint Workforce Adjustment Committee
- Workforce Adjustment Program Plan
- Principles for Implementation
- Workforce Adjustment Procedures

THE JOINT WORKFORCE ADJUSTMENT COMMITTEE

The role of the joint workforce adjustment committee is to help laid off workers find new employment.

This committee will do this by:

- providing information on employment and retraining opportunities; and
- providing information on issues related to being unemployed including unemployment insurance and personal issues.

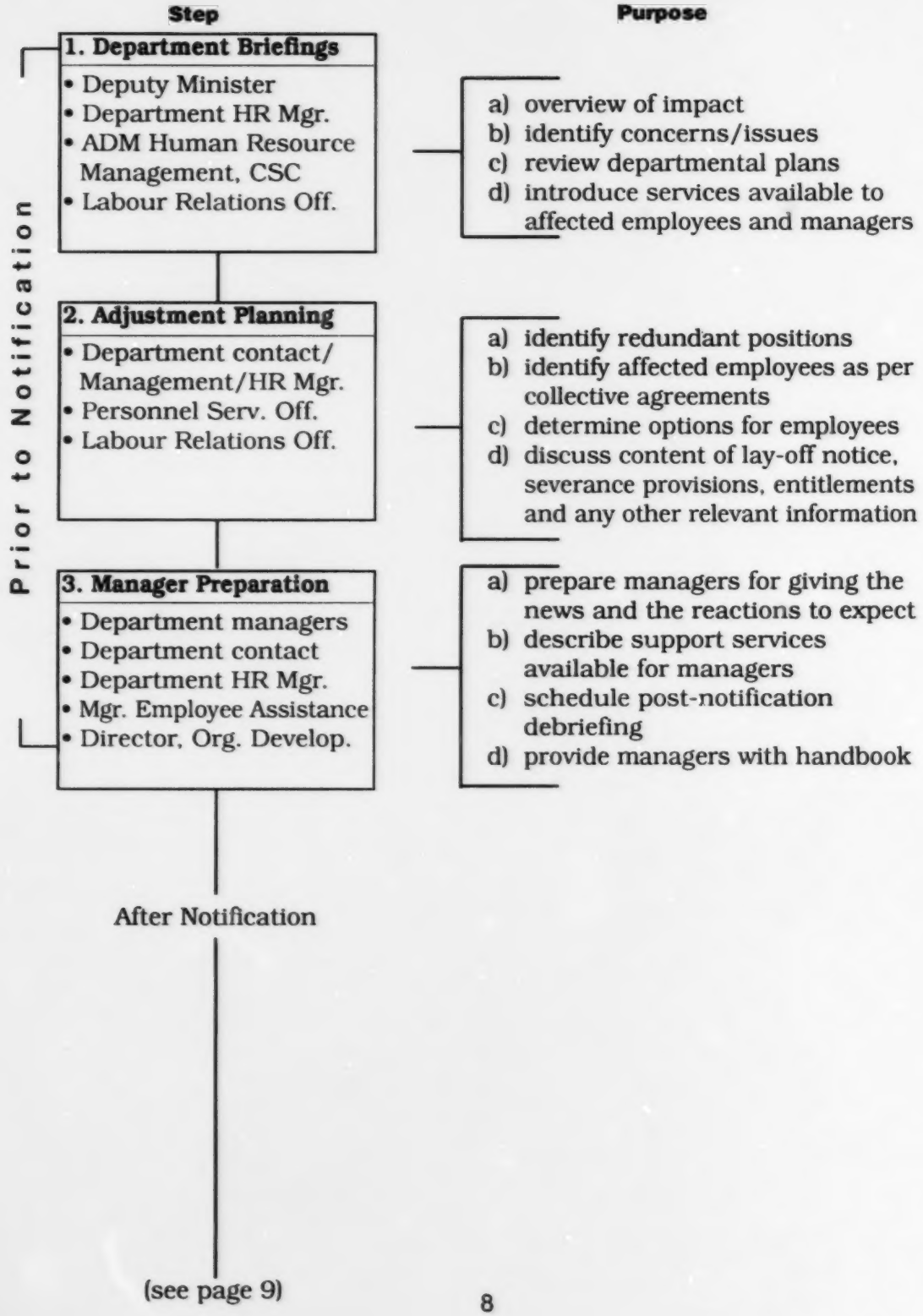
This committee will co-ordinate and use public and private programs and resources to ensure that workers have access to the information they need.

If gaps in services are made known to the committee, the committee may implement additional programs to assist workers.

Members

Ken Hildahl, Co-Chair	Manitoba Government Employee Association
Terry Edgeworth, Co-Chair	Civil Service Commission
Bruce Buckley	Manitoba Government Employee Association
Kim Anthony	Civil Service Commission
Deanna Hegge	Civil Service Commission
Anne Gregory	Manitoba Government Employee Association
Joanne Daoust	Employment and Immigration Canada
Bob Moggey	Labour Adjustment Unit
Employee Representative	

Workforce Adjustment Program Plan


Step
Purpose
Prior to Notification
1. Department Briefings
• Deputy Minister
• Department HR Mgr.
• ADM Human Resource Management, CSC
• Labour Relations Off.
a) overview of impact
b) identify concerns/issues
c) review departmental plans
d) introduce services available to affected employees and managers
2. Adjustment Planning
• Department contact/ Management/HR Mgr.
• Personnel Serv. Off.
• Labour Relations Off.
a) identify redundant positions
b) identify affected employees as per collective agreements
c) determine options for employees
d) discuss content of lay-off notice, severance provisions, entitlements and any other relevant information
3. Manager Preparation
• Department managers
• Department contact
• Department HR Mgr.
• Mgr. Employee Assistance
• Director, Org. Develop.
a) prepare managers for giving the news and the reactions to expect
b) describe support services available for managers
c) schedule post-notification debriefing
d) provide managers with handbook
After Notification

(see page 9)

After Notification

Services to Managers

- Manager's handbook to assist in managing the process and responding to employee needs
- Debriefing with managers, laid off employees and/or remaining staff
- Consulting on managing change, handling hostility, restructuring and organizational renewal

Services to Employees

- Assignment of case manager for one-on-one consultation and referral
- Employee assistance services for employee & families seeking supportive counselling
- Placement on re-employment list for priority consideration against equivalent or similar Civil Service vacancies
- Employee handbook providing information and services
- Job Search Centre (detailed information on following page)

JOB SEARCH CENTRE

The Civil Service Commission has opened a Job Search Centre to help laid off employees with their job search. Located on the main floor, 175 Carlton Street in Winnipeg, the centre is open on a full-time basis (Monday to Friday - 9 a.m. to 4 p.m.) and provides practical assistance in the following areas:

INFORMATION RESOURCES

- regarding occupations, employers, job search methods, making career choices, starting a small business
- job postings, both inside and outside government
- speakers recruiting for specific occupations
- assistance in liaison with employers

CONSULTATION/COUNSELLING

- individual feedback on resumes and covering letters
- individual assistance with job search
- group work where appropriate
- skill inventory registration

SUPPORT SERVICES

- private rooms with telephones
- photocopying and typing
- computerized resume service
- access to computer with Multimate software

Winnipeg residents may access these services on a drop-in basis.

SERVICES OUTSIDE OF WINNIPEG

Laid-off employees living outside of Winnipeg should call 1-800-282-8069 and ask to be connected to the Job Search Centre. Information on specific occupations or employers, for example, will be faxed or mailed to you on request. Laid-off employees may also fax resumes and covering letters to the Job Search Centre coordinator for review and feedback. (Fax number 948-2083). If demand warrants it, the coordinator will be available for consultation in rural areas for scheduled one-day periods.

OTHER SERVICES

Employment Counselling and Support Services will continue to provide group workshops on career planning, job search techniques, resume writing and interview preparation. They also provide individual employment counselling for employees who want assistance in developing a career plan. These services are available by appointment or advance registration.

For more information on these support services, please call:

The Civil Service Commission
945-2330 or 1-800-282-8069 toll-free

Job Search Centre
945-4869

PRINCIPLES FOR IMPLEMENTATION

Many of the existing services offered by departmental Human Resource branches and the Civil Service Commission can be effectively used or modified to meet needs as they are identified. Emphasis will be placed on a planned, co-ordinated, supportive and humanistic approach to the Workforce Adjustment Program. The strategic focus of the response is based on the following:

1. The managers responsible for the implementation of structural reform are the most critical players in the process. A strategy for implementing internal reform and the services to support that strategy will be provided by the Civil Service Commission.

2. The program will focus on re-deploying individuals to alternate jobs within government prior to the date of lay-off. This will be a government wide joint effort co-ordinated centrally by the Civil Service Commission but relying heavily on departmental input and support. Emphasis will be placed on efficiency, communication and co-operation.

3. Individuals affected by lay-offs will be provided with:
   - one-on-one support from a case manager within their department.
   - information on entitlements and benefits.
   - referral to the job search centre to register on the skill inventory and to access for search information.
   - assistance in accessing other services.

4. Staff not directly affected by lay-off will nonetheless be affected by the process. Support and services will be made available upon request by departments.

5. One of the most crucial commodities in a time of change is information. Every effort will be made to ensure that communication channels are kept open and that information is exchanged in a timely and effective manner.

WORKFORCE ADJUSTMENT PROCEDURES 1992/93

1. Departmental management will determine the employees affected by staff year reductions in conjunction with Labour Relations.

2. A workforce adjustment contact will be identified by each department. This individual will be the primary link to the Civil Service Commission on all matters related to workforce adjustment.

3. Departmental management will determine internal redeployment alternatives for their own employees. Departments will consider all possibilities of placing their employees within their own department, including the possibilities of retraining or job restructuring in order to place staff.

4. Civil Service Commission will coordinate the implementation of workforce adjustment measures including union management/consultation, and will meet with departments to discuss action plans.

5. The department will communicate with the affected employees. Each employee will be contacted personally to discuss impact of the staff year reductions on their position and the action steps which are planned to facilitate their redeployment/re-employment. Notification to employees should be handled at the most senior level feasible.

6. If the employee is to be redeployed within their department, this plan will be discussed with the employee and notice provided to him/her in writing. A letter of offer outlining the redeployment should also be provided by the delegated staffing authority. This letter should be drafted with the advice of Labour Relations.

7. In cases where no internal redeployment is feasible, the employee is to be so advised and a request made to the Civil Service Commission to place the employee's name on a re-employment list.

8. Departments will be asked to identify case managers to provide one-on-one support and assistance to affected employees. At the time of notice,

8. Departments will be asked to identify case managers to provide one-on-one support and assistance to affected employees. At the time of notice, each employee will receive an information sheet describing the services available and identifying the name and phone number of their case manager.

   All staff years and employees affected by staff year reductions will be placed on a workforce adjustment master file maintained by the Civil Service Commission.

   Copies of all letters of notification to employees, letters of offer, confirmation of offers, responses to offers from employees and MEIS documents must be sent to the Employment Counselling & Support Services, Civil Service Commission, to update the master file.

9. Case managers will be responsible for contacting the employee for information to be used in referring them to specific vacancies and preparing a skills inventory in conjunction with the employee.

   The case manager will contact each employee personally and offer to meet with them. Case managers will share all pertinent information with their Department Workforce Adjustment contacts.

10. Re-employment skills inventory lists will be established from the file for employees not redeployed within their own department and not exercising other options. The lists will be circulated to all departments for regular updating.

    The Civil Service Commission will send each department a copy of their vacancy list. Each department will regularly update the list by identifying which positions have been filled and which positions are available for filling.

    The re-employment list and the vacancy list will be the primary source of information for the determination of referrals to vacancies.

11. Under existing Civil Service Commission policy, the employees on this list may be appointed without competition to any position for which they are qualified (on a waiver of competition basis) as long as the appointment does not constitute a promotion.

12. Upon lay-off, employees will be placed on a re-employment list and will be required to register with the inventory tracking system at the Employment Counselling and Support Services Job Search Centre, Main Floor - 175 Carlton Street, Telephone: 945-4856.

    The Employment Counselling and Support Services Branch will make every effort to identify alternative employment opportunities within the government for affected employees. The branch will maintain an inventory and refer candidates to civil service vacancies prior to the positions being advertised or posted. They will receive first consideration for up to one year from the date of lay-off. In staffing vacancies, departments will consider employee qualifications, skills and abilities.

13. Once fully satisfied that there is no employee from the re-employment list to fill the position, requests to bulletin or appoint will be processed according to normal departmental procedures.

14. All MEIS documents affecting the appointment or transfer of redeployed employees must be forwarded to the Civil Service Commission to ensure updates of the master workforce adjustment inventory.

ROLES AND RESPONSIBILITIES

SECTION OBJECTIVE:
To identify the participants involved in the implementation of workforce adjustment and to define roles and responsibilities.

Included in this section:

- Departmental roles and responsibilities
- Civil Service Commission roles and responsibilities

ROLES AND RESPONSIBILITIES

DEPARTMENTS

Management:

- Notify individual employees affected by lay-off. Provide official letter and information sheet on services available.
- Provide opportunities for employees affected to receive follow-up information and to discuss their situation.
- Be available to discuss employee concerns as necessary.
- Refer the employee to the assigned case manager for follow-up services.
- Provide information to potential employers regarding an employee's performance or letters of reference, if requested by the employee.
- Allow the employee time off (if they are working out their notice period) to attend courses, interviews or counselling.
- Explain the impact of internal reform to remaining staff and how the changes will affect them.

Departmental workforce adjustment contact:

- Identify case managers for individual employees - either from within the department or ask that Civil Service Commission resources be assigned.
- Act as primary contact between the department and the Civil Service Commission on workforce adjustment issues such as departmental plans or dissemination of information.
- Gather data on affected employees and provide it to the Civil Service Commission for the purpose of updating the workforce adjustment master file and the re-employment list.
- Identify departmental concerns and issues needing central direction or co-ordination to the ADM, Human Resource Management, Civil Service Commission.

Case manager:

- Act as liaison to departmental workforce adjustment contact and Civil Service Commission.

- Maintain on-going contact with employees to confirm current status and monitor and record progress through the various services offered.

- Provide affected employees with information and referral to special counselling and support services, such as:

    - Employee Assistance Program
    - Job Search Centre
    - UIC
    - Financial Support
    - Pension
    - Insurance
    - Benefits
    - Training

- Review the strengths assessment form - see section on Supporting the Manager, and complete the individual skills assessment jointly with the employee to determine the types of positions for which an employee might be suitable for alternate positions within the department.

- Negotiate placements on behalf of employees who have received a letter of offer from another department. For those employees, or in unusual circumstances, you may wish to consult with Terry Edgeworth, Management Chairperson of the Joint Workforce Adjustment Committee, telephone 945-2340.

- Provide post-interview feedback as may be requested by an employee unsuccessful in a competition.

- Refer the employee to the Job Search Centre to register on the skills inventory and to access job search information and resources.

CIVIL SERVICE COMMISSION

Management Chairperson, Joint Workforce Adjustment Committee:

- Meet with deputy ministers on impact of staff year reductions, gather data for the workforce adjustment master file and describe services available through the CSC.

- Jointly with the union chairperson, convene regular meetings of the Joint Workforce Adjustment Committee to review issues, determine additional worker adjustment strategies and procedures and make use of available private and public services to minimize the impact on employees.

- Raise issues identified by the departmental workforce adjustment contacts to the attention of the appropriate CSC branch manager or the Joint Workforce Adjustment Committee.

- Identify Case Managers from within existing CSC resources for employees whose departments are unable to provide a case manager.

FOR MORE INFORMATION contact Terry Edgeworth - 945-2340.

Labour Relations Division:

- Establish liaison with union representatives, Joint Council and the Joint Workforce Adjustment Committee required by The Employment Standards Act.

- Help departments identify which staff will receive lay-off notices.

- Help departments prepare lay-off notices and related written communications.

- Handle grievances resulting from internal reform initiatives.

- Train case managers and departmental workforce adjustment contacts regarding roles, responsibilities and services.

- Relay departmental concerns to the management chairperson of the joint workforce adjustment committee.

FOR MORE INFORMATION contact Bob Pruden, director - 945-2236

Employment Counselling and Support Services:

- Provides a specialized job search centre

INFORMATION RESOURCES

- on occupations, employers, job search methods, making career choices or starting a small business
- job postings for both inside and outside government
- speakers recruiting for specific occupations
- assistance in liaising with employers

CONSULTATION/COUNSELLING

- workshops on resume writing and interview skills
- individual feedback on resumes and covering letters
- individual assistance with job search
- group work where appropriate

SUPPORT SERVICES

- private rooms with telephones
- photocopying, typing
- computerized resume service
- access to computer with Multimate and WordPerfect software
- maintain the re-employment list and the skills inventory list
- relay information regarding departmental concerns to the management chairperson of the Joint Workforce Adjustment Committee
- participate in information sessions for case managers and departmental workforce adjustment contacts regarding roles, responsibilities and services

FOR MORE INFORMATION contact Kim Anthony, Manager - 945-1432

Employee Assistance Program:

- In conjunction with Organization and Staff Development, provide training sessions to managers on delivering the message and reactions to expect.
- In conjunction with Organization and Staff Development, discuss with managers the experience of delivering the message and gather data on services required to help managers manage the rest of the process.
- Organize voluntary meetings of laid-off employees to help deal with the loss of employment.
- Organize voluntary meetings of remaining staff to help them deal with the organizational change.
- Provide special counselling services to employees and their families.
- Participate in information sessions for case managers and departmental workforce adjustment contacts regarding roles, responsibilities and services.
- Relay information regarding departmental concerns to the management chairperson of the Joint Workforce Committee.

FOR MORE INFORMATION contact Dale MacKenzie, Manager - 945-8788

Organization and Staff Development:

- Provide training sessions, in conjunction with Employee Assistance Program, to managers on delivering the message and reactions to expect.

- Provide debriefing sessions, in conjunction with Employee Assistance Program, to managers to discuss the experience of delivering the message and to gather data on services required to assist the manager to manage the rest of the process.

- Help departments effectively implement the internal reform initiatives in conjunction with personnel services.

- Coordinate/facilitate courses to laid-off employees on interview skills, resume writing, career planning, motivation, stress management, planning retirement and any other relevant topic.

- Participate in information sessions for case managers and departmental workforce adjustment contacts regarding roles, responsibilities and services.

- Relay information regarding departmental concerns to the management chairperson of the Joint Workforce Adjustment Committee.

FOR MORE INFORMATION contact Herb Robertson, Director - 945-4865

Personnel Services Branch

- Provide back-up support to human resource branches in conducting their basic day-to-day business (such as staffing and classification activities) while they are supporting their employees affected by internal reform.

- Help departments effectively implement the internal reform initiatives in conjunction with Organization and Staff Development.

- Relay information regarding departmental concerns to the management chairperson of the joint workforce adjustment committee.

FOR MORE INFORMATION contact Ingrid Bergmann, Director - 945-2370

Policy and Program Development:

- Co-ordinate the development of any new workforce adjustment program guidelines to support the redeployment/re-employment process.
- Participate in the Joint Workforce Adjustment Committee.
- Develop and/or revise policies related to workforce adjustment initiatives.
- Provide advisory services and support to the Joint Workforce Adjustment Committee regarding program and policy interpretation.

FOR MORE INFORMATION contact Deanna Hegge, Director - 945-3622

PROVISIONS, REGULATIONS AND POLICIES

SECTION OBJECTIVE:

This section is intended to highlight those portions of The Civil Service Act, the Government Employees' Master Agreement, and other relevant agreements which specifically pertain to the application of workforce adjustment and to brief managers on key features of the workforce adjustment program.

Included in this section:

- Summary of provisions and regulations related to workforce adjustment.
- Key features of the workforce adjustment program
  - notice period
  - severance pay

FOR FURTHER INFORMATION and/or interpretation, please contact:

Bob Pruden
Director, Negotiation Services, CSC
945-2236

SUMMARY OF PROVISIONS AND REGULATIONS RELATED TO WORKFORCE ADJUSTMENT

1. LAY-OFF
   The main provision of the Government Employees' Master Agreement GEMA) affecting lay-off is Article 22. Article 6 covers the lay-off of seasonal departmental employees.

2. EXCLUDED EMPLOYEES
   Section 13 of the Regulations under The Civil Service Act contains the lay-off procedure with respect to excluded employees.

3. OTHER COLLECTIVE AGREEMENT
   Section 13 of the agreement with the Professional Institute of the Public Service of Canada (PIPS) representing government employed engineers contains a lay-off provision which is similar to that contained within the regulations to The Civil Service Act.

4. TERM EXPIRY
   Article 5 of the Government Employees' Master Agreement covers the termination of employees at the expiry of their term of employment. The department is required to place term employees with more than one year of service on an employment availability list for one year after their term expiry.

5. SEVERANCE PAY
   Employees with three or more years who are permanently laid-off are entitled to receive severance pay in accordance with Article 23 of the GEMA. Severance pay is based on one week per year of service up to a maximum of 22 weeks' pay.

6. PERMANENT LAY-OFF
   This normally occurs after an employee has spent one year on the re-employment list. Employees may request permanent lay-off prior to the end of the year. This may be granted by the commission provided the employee waives grievance and re-employment rights.

7. RE-EMPLOYMENT
   Employees are placed on a re-employment list for up to one year from the date of lay-off. In accordance with Section 22:19 of GEMA, employees are entitled to recall to their positions in reverse order of lay-off if their positions become available. They are also eligible for consideration on a priority basis for civil service vacancies in accordance with Section 11:05 GEMA.

8. GRIEVANCES
   Employees who are laid-off may file a grievance in accordance with the GEMA. Such grievances shall be filed at Step 3 of the grievance procedure.

KEY FEATURES OF THE WORKFORCE ADJUSTMENT PROGRAM

NOTICE OF LAY-OFF

Under the provisions of the Government Employees Master Agreement, employees must be given notice of lay-off or pay in lieu thereof.

Department management may opt to provide pay in lieu of notice where no work is available for the employee.

SEVERANCE PAY

Existing severance provisions:

Under existing lay-off provisions, laid-off employees are first placed on the re-employment list. If no alternative position can be found within one year, the employee is permanently laid off. Employees with three or more years' service are then entitled to one week's pay for each year of service to a maximum of 22 weeks.

Enhanced Severance:

In order to provide employees with the flexibility to explore options beyond the civil service, a laid-off employee who agrees to sign a release of any grievance and re-employment rights and accepts permanent lay-off may receive an enhanced severance package as follows:

a) The four weeks' notice may be given as pay in lieu of notice unless the employee is required to continue working during that period to complete scheduled assignments.

b) In addition, for employees with three or more years of service the severance formula will be:

one week's pay for each year of service up to 10 years
and
two week's pay for each year of service over 10 up to 22 years of service.

This payment is also available immediately.

c) Employees who wish to request Enhanced Severance must do so within four weeks of receiving their lay-off notice.

QUESTIONS AND ANSWERS

SECTION OBJECTIVE:

To provide managers with responses to those questions most likely to be raised by employees and to address questions which managers themselves may be asking.

Included in this section:

- Managerial questions/answers
- Anticipated employee questions/answers

FOR MORE INFORMATION on this section, please contact the branch indicated in each topic area.

MANAGERIAL QUESTIONS

The following are responses to questions you may be asking relative to the workforce adjustment process.

1. HOW CAN I HELP MY EMPLOYEES?

   You can assist your employees in a variety of ways by offering moral support, providing time for them to take advantage of the services available, completing the strength assessment form with individual employees and keeping communication channels open. Encourage the employee to make contact with his or her case manager to access services and supports.

2. WHO WILL RESPOND TO INQUIRIES FROM THE MEDIA REGARDING LAY-OFFS, ETC?

   At a department level, any such inquiries should be referred to the deputy minister.

3. WILL THE FUNDS FOR PAYMENT DURING NOTICE AND SEVERANCE COME FROM THE DEPARTMENT BUDGET?

   Treasury Board has identified funds for this purpose and will be communicating with deputy ministers in this regard.

4. WILL THERE BE ANY COST ASSOCIATED WITH CIVIL SERVICE COMMISSION SERVICES PROVIDED TO AFFECTED EMPLOYEES?

   No. All CSC services, such as counselling, workshops and information sessions, will be provided at no cost to departments.

   (NOTE: There may be cases where it is appropriate to offer an employee pay in lieu of notice, but this must be reviewed with your director of personnel and department executive. There may also be cases where the department wishes to offer a severance option to an employee. This must be discussed in advance with Labour Relations, CSC.)

5. IS THERE ADVICE AVAILABLE ON MAINTAINING MORALE AND DELIVERING A QUALITY SERVICE DURING THE WORKFORCE ADJUSTMENT PERIOD?

   Yes. A Transitional Assistance Team has been formed and is available to consult with you and to help employees respond effectively to internal reform.

ANTICIPATED EMPLOYEE QUESTIONS

The following are questions employees may ask either at the time of lay-off or in subsequent conversations with their manager or case manager. We have provided a government response where appropriate, but in many cases the response should be discussed and agreed upon within your department.

1. WHY HAVE I BEEN SELECTED FOR LAY-OFF?

   (This question should be anticipated and an answer determined in advance at the departmental level.)

2. HOW DID SENIORITY ENTER INTO THE DECISION?

   The various collective agreements and the regulations of the Civil Service Act allow for the consideration of seniority in lay-off within certain parameters. The application of agreements in this exercise was done with the guidance of the Labour Relations Division of the CSC. For information on how the application applies specifically in your case, it would be best if you spoke to the personnel director.

3. WHAT SHOULD I SAY TO MY CLIENTS?

   (This will need to be discussed and determined at a department level.)

4. WHAT DO I DO NOW?

   Please feel free to use the rest of the day as you wish. You may want to contact the person named on the Information Sheet to get some details on services available.

5. WHAT AM I EXPECTED TO DO IN MY JOB UNTIL LAY-OFF?

   While you will be expected to report for work during the notice period, every effort will be made to provide you with the time needed to take advantage of the services and supports available.

EMPLOYMENT

1. WHAT HAPPENS TO ~~ME~~ NOW THAT I HAVE BEEN NOTIFIED OF LAY-OFF?
   Your job search has begun. While you seek employment, your name will be placed on a re-employment list for a period of one year from the date of lay-off. If your job is to be re-filled you will be recalled and placed in that position. You will also receive first consideration against vacant positions with the same or lower classification. You may be required to apply and compete with other qualified individuals from the re-employment list.

2. HOW WILL THE SKILLS INVENTORY ASSIST ME WITH MY JOB SEARCH?
   Prior to positions being bulletined, departments will check the skills inventory listing for suitably qualified candidates.

3. IF I SEE A BULLETIN FOR A JOB THAT SUITS MY QUALIFICATIONS, SHOULD I APPLY?
   Yes, it is your responsibility to apply for **all** positions suited to your qualifications.

4. WHAT HAPPENS IF I ACCEPT A TERM POSITION?
   If you accept a term position internal or external to government, your status as a regular employee will be maintained. While on term your name will remain on the re-employment list and you are still eligible for first consideration. It is your responsibility to continue to monitor and apply for permanent opportunities. Following expiration of the term your name will remain on the re-employment list for the remainder of the 12-month period following lay-off.

5. CAN I REFUSE A JOB OFFER?
   If the position is not the one from which you are laid-off, you may decline the position. There is, of course, no guarantee that another suitable opportunity will be forthcoming. An employee called back to his or her position must, except for good and sufficient reasons, accept a call-back or be deemed to have resigned.

6. IF I ACCEPT A NEW POSITION DO I RETAIN MY CURRENT SALARY LEVEL?
   If you are re-employed to another position you would receive the appropriate rate of pay for that position.

7. WILL I HAVE TO SERVE A PROBATIONARY PERIOD IN A NEW POSITION?

Employees from the re-employment list who are re-appointed may be required to complete a trial period of up to six months in the new position. An employee found to be unsuitable during this trial will be returned to the re-employment list for six months or the remainder of their 12-month period, whichever is greater.

8. IS MY SENIORITY TAKEN INTO ACCOUNT IN THE RE-EMPLOYMENT PROCESS?

Seniority is a consideration in the selection for re-employment opportunities.

SUPPORT SERVICES

1. WHO DO I CONTACT FOR INFORMATION REGARDING MY LAY-OFF, RECORD OF EMPLOYMENT OR OTHER RELATED MATTERS?

   Each department will identify someone whose responsibilities will include coordinating and offering access to services provided by the CSC and your department. You should be told who your contact is and should feel free to contact him/her with questions or for assistance you may require.

2. WHAT SERVICES ARE AVAILABLE TO ASSIST ME WITH A JOB SEARCH?

   The Job Search Centre will offer individual and group sessions on career planning, resume writing and interview preparation.

   You may arrange to participate in the workshops through your department contact or individual counselling appointments may be arranged by contacting the Job Search Centre at 945-4869 or toll free at 1-800-282-8069. You may also wish to refer to the job search section of the employee handbook for additional resources.

3. WHAT COUNSELLING SERVICES ARE AVAILABLE TO ME AND MY FAMILY MEMBERS?

   The Employee Assistance Program is a benefit supported by both labour and management. The program helps employees and their families with personal problems that affect their home and work life. The program promotes early identification of problems and urges employees to seek assistance.

   Call 945-5786 or toll free 1-800-282-8869 and ask for the Employee Assistance Program. You may also wish to refer to the community resource section of the handbook for additional resources.

4. WHAT SERVICES ARE AVAILABLE TO HELP WITH MY FINANCIAL PLANNING?

   Review your financial situation immediately with a professional. Contact your department payroll section to secure your record of employment. They will also be able to provide you with general information regarding your benefit inquiries.

   Staff of the superannuation board at 233-8722 or toll free at 1-800-432-5134 will respond to pension inquiries. Please refer to the sections of the handbook dealing with employee benefits, dental benefits, retirement planning and unemployment insurance. Additional financial services may be found in the community resources section in this handbook.

BENEFITS

1. AM I ENTITLED TO MY BENEFITS WHILE ON THE RE-EMPLOYMENT LIST?

   Coverage for those benefits provided by the employer will cease upon lay-off. However, it will be possible to continue certain benefits by paying both the employee and employer premiums. In addition, those benefits that are currently 100 percent employee-paid may continue if you pay the premium.

   Those plans for which coverage may be continued include:
   - Blue Cross Ambulance, Hospital Semi-Private and Extended Health
   - Blue Cross Travel Health
   - Group Life Insurance
   - Dependent Insurance
   - Dental Benefits

   Your departmental payroll office can provide information on how to continue coverage and the costs of doing so.

2. WHAT HAPPENS TO MY PENSION?

   You will cease to make contributions. If you are re-employed within one year you will re-commence participation in the pension plan. If you retire, separate from the civil service or are permanently laid-off after one year, you would be entitled to the same options as any retiring or separating employee.

   Only the Civil Service Superannuation Board has counsellors who can explain the options as they relate specifically to your situation. They can be contacted at 233-8722 or toll free at 1-800-432-5134.

3. IF I AM RECEIVING MATERNITY LEAVE BENEFITS - HOW ARE THEY AFFECTED?

   Specific questions in this regard should be addressed to Compensation Services, 945-2235.

4. IF I AM RECEIVING SICK LEAVE BENEFITS - HOW ARE THEY AFFECTED?

   Questions should be addressed to your case manager.

5. IF I AM RECEIVING LONG-TERM DISABILITY BENEFITS - HOW ARE THEY AFFECTED?

   Questions should be addressed to the long-term disability co-ordinator, 945-4952.

6. IF I AM RECEIVING WORKERS COMPENSATION BENEFITS - HOW ARE THEY AFFECTED?

   Each situation will have to be assessed and questions should be addressed to your case manager.

7. IF I AM ON LEAVE OF ABSENCE - HOW IS THIS AFFECTED?

   Questions should be addressed to your case manager.

8. CAN I RETIRE INSTEAD OF ACCEPTING LAY-OFF AND ARE THERE BENEFITS IN DOING SO?

   Yes, you can if you do not wish to be considered for re-employment. Civil Service Superannuation Board counsellors can explain the implications of retirement to you. They can be contacted at 233-8722 or toll free at 1-800-432-5134.

FINANCIAL (SALARY/BENEFITS)

SALARY

1. WHEN CAN I EXPECT MY FINAL CHEQUE AND RECORD OF EMPLOYMENT?

   This will be provided by the end of the pay period following lay-off.

2. WHEN SHOULD I APPLY FOR UNEMPLOYMENT INSURANCE BENEFITS?

   You cannot apply prior to the effective date of your lay-off. However you should apply as soon as possible after your lay-off. Contact your Unemployment Insurance Centre for more information, Central Number - 983-4662.

3. WHAT ARE MY SEVERANCE ENTITLEMENTS?

   Severance provisions are outlined in various collective agreements. They provide that employees who are permanently laid-off will receive one week of pay per year of service to a maximum of 22 weeks.

4. WHEN WOULD I RECEIVE MY SEVERANCE ENTITLEMENTS?

   Employees will receive the severance benefits on permanent lay-off. This occurs after an employee has been laid-off for 12 months without being recalled to his or her position or placed in an alternate position. Under certain circumstances employees may also request permanent lay-off prior to the end of the 12-month period and be considered for severance benefits.

5. AM I ELIGIBLE FOR ANY ADDITIONAL SEPARATION OR SEVERANCE PAY?

   Employees who request permanent lay-off within four weeks of their notice of lay-off may be eligible for enhanced severance pay. Details are available through your director of human resources.

6. HOW WILL RECEIPT OF MY SEVERANCE PAY AFFECT MY UNEMPLOYMENT INSURANCE BENEFITS?

   UI will not be paid until severance pay and other payments, such as vacation cashout, are exhausted. You should contact your UIC office for more information.

SERVICES TO EMPLOYEES

SECTION OBJECTIVE:

To briefly outline the services which will be made available to affected employees. Greater detail can be found in the employee handbook.

Included in this section:

- Information sheet for distribution
- Overview of the employee handbook

FOR FURTHER INFORMATION on this section, please contact:
Kim Anthony,
Manager, Employment Counselling and Support Services
Civil Service Commission
945-1432

EMPLOYEE WORKFORCE ADJUSTMENT INFORMATION

The Civil Service Commission is offering a number of services to employees affected by the 1992/93 budget estimates process. The individual named below is responsible for co-ordinating and offering access to these services.

Services include:

- A Job Search Centre to assist employees affected by workforce adjustment with their job search.
- Upon lay-off, placement on a re-employment list with priority considerations for civil service vacancies for a period of up to one year from the date of lay-off.
- An employee handbook providing general information and services to assist them during their work adjustment.
- Employee assistance for those employees and their families requiring personal supportive counselling as a result of their job loss.
- Individual and group information sessions on career planning and job search techniques, and workshops in resume writing and interview preparation.
- Employment counselling will be available to employees who want assistance in developing a career plan and strategy.
- Referral to services such as financial planning, unemployment insurance, Canada Employment Centres, self-employment agencies and other community resources.

PLEASE CONTACT: _____

TELEPHONE NUMBER: _____

OVERVIEW OF THE EMPLOYEE HANDBOOK

The Employment Counselling and Support Services Branch of the CSC has prepared an employee handbook for distribution by case managers to all affected employees. Additional copies will be provided to department human resource branches for distribution to managers, workforce adjustment contacts and case managers.

The handbook contains information on the following:

- re-employment
- employee benefits
- Employee Assistance Program
- unemployment insurance benefits
- managing your career/considering options
- job search counselling & training
- educational resources
- retirement planning
- self-employment
- community resources
- questions/answers

INFORMATION FOR CASE MANAGERS

SECTION OBJECTIVE:

To further define your role as a case manager and to provide you with the information you may need to successfully manage that role.

Included in this section:

- background
- role of the case manager
- support to case managers
  - training session
  - sample folder & forms
  - debriefing session for on-going support

FOR FURTHER INFORMATION on this section, please contact:

Ingrid Bergmann,
A/Director, Personnel Services
945-2370

BACKGROUND

The Joint Workforce Adjustment Committee is concerned that those employees affected by workforce adjustment receive on-going support and communication as they adjust to their circumstances and prepare for the future. Therefore, case managers have been established to ensure that affected employees receive timely information, have easy access to any and all services available and are spared any confusion and frustration from lack of information.

ROLE OF THE CASE MANAGER

1. Support to employees: Your first role as a case manager will be to actively listen to your assigned employees. While it may be difficult, it is probably the most critical service you can provide. Some time will be spent on preparation for this role during the information session.

2. Distribution of employee handbook: You will be provided with a supply of employee handbooks to distribute to each employee. The handbook contents will be reviewed at the information session.

3. Access services for employees: You will be the primary contact for employees. Employees will be encouraged to access available CSC services through you, although no individual request will be denied. A list of services and contacts is provided in this manual.

4. Referral information for employees: Employees may raise questions ranging from pension benefits to Unemployment Insurance or financial planning. A referral directory is provided in the final section of this manual.

5. Individual skills inventory: You will be asked to refer employees to the Job Search Centre to complete a skills inventory registration form to generate the skills lists for use by all departments.

6. Placement of employees: You and/or the workforce adjustment contact will be the on-going liaison with the CSC regarding employment possibilities for your assigned employees. This will involve:

    - identification of alternate positions within their department.
    - review of vacancy lists for potential opportunities.
    - recording of all activities related to the employees job search efforts.
    - feedback to employees following interviews.
    - negotiating transfer of employees to positions as they are identified.
    - provision of all relevant information to Employment Counselling & Support Services, such as letters of offers/acceptances/rejections.

7. Maintenance of files: It is important that there be a record of all activity undertaken with a given employee. A file and variety of forms will be provided for this purpose. Completion of these will ensure that a) all employees receive the same information regarding services, entitlements, etc., and b) that a record exists of the support offered to an individual.

CHECKLIST

Name_____ Dept _____ Supervisor's Name & Phone _____ Date Notified of Lay-Off _____ AA Status ____

Address _____ Telephone _____ Sex ___ Case Manager & Phone _____ Lay-Off Date _____

Classification _____ Included ☐ Excluded ☐ Step in Range _____ Rate _____ Seniority (at notification date) _____

Willing to Relocate: _____ Preferred Locations _____ French Language _____

Driver's Licence & Class _____ Use of Vehicle _____

INFORMATION REVIEWED WITH EMPLOYEE	DATE	COMMENTS
I. EMPLOYEE STATUS		
• Employment Status		
• Re-Employment List		
• Matching Process		
• Closed Competition Eligibility		
• Notice Period		
• Interest in other kinds of work		
• Severance		
• Retirement		
• Job Share		
• Accepting job with lower salary maximum		
• Term Appointments		
• Relocation Expenses		
• Leave in Lieu of Overtime		
• ID Card/Building and Office Keys		
• Other		

EMPLOYEE NAME:

INFORMATION REVIEWED WITH EMPLOYEE	DATE	COMMENTS
II. JOB SEARCH SERVICES		
• Skills Assessment completed		
• Strengths Assessment completed		
• Handbook received		
• Information Sheet received		
• External Options being explored		
• Canada Employment Centre		

III. BENEFITS REFERRALS		
• Dental Plan		
• Maternity Leave		
• Group Home Insurance		
• Superannuation		
• Group Health Care		
• Life Insurance		
• Vacation		
• Payroll Deductions		
• Other		

EMPLOYEE NAME:

INFORMATION REVIEWED WITH EMPLOYEE	DATE	COMMENTS
IV. PERSONAL SERVICES REFERRALS		
. Financial Planning		
. Unemployment Insurance		
. Employee Assistance Program		
. Other		

V. TRAINING		
. General Information Session		
. Resume Writing		
. On Being Interviewed		
. Career & Personal Planning		
. Job Search Techniques		
. Dealing With Stress		
. Planning For Retirement		
. Other		

EMPLOYEE NAME:

INFORMATION REVIEWED WITH EMPLOYEE	DATE	COMMENTS
VI. PLACEMENT DATA		
. Term jobs referred to:		
. Permanent jobs referred to:		

VII. FINAL DISPOSITION		

INFORMATION FOR MANAGERS

INFORMATION FOR MANAGERS

SUPPORTING THE MANAGER

Four principles of workforce adjustment management:

- Telling someone they have lost their job is hard.
- Managing employees who will be laid-off, and managing those who will remain is just as hard.
- How well a department manages workforce adjustment will be determined primarily by those who do the managing.
- Managers who pool their experience will be more effective and will feel more supported.

WHAT SERVICE IS AVAILABLE TO HELP MANAGERS?

The CSC has established a transition assistance team to help department managers more effectively manage workforce adjustment. The team is composed of the EAP Manager of the Dale MacKenzie, and Herb Robertson, director, Organization and Staff Development. The team will be supplemented by other commission staff as needed.

WHAT WILL THIS SERVICE DO?

- Support managers through the difficult job ahead.
- Help departments build manager networks that let them share ideas to enhance the department's workforce adjustment strategy.
- Provide workplace improvement alternatives for the manager to consider.
- Provide a flexible service based on the needs and experience of the manager - the Working It Through Strategy.

3. HOW DO I GET THE SERVICE?

Call Herb Robertson at the CSC at 945-4865 or fax 945-1486.

WORKING IT THROUGH STRATEGY (WITS)

The transition team is available to help you with any part or all of the following process.

BEFORE EMPLOYEE IS NOTIFIED

1. PRE-NOTIFICATION MEETING

PURPOSE:

A. Help managers prepare for giving the news. Outline what reaction they can expect.

B. Describe support services available from the commission.

AFTER EMPLOYEE IS NOTIFIED

2. POST-NOTIFICATION DEBRIEFING

A. Process the experience of giving notice.

B. Assess services needed to assist the manager through workforce adjustment.

3. SERVICES TO MANAGERS

I) Debriefings with managers and/or remaining staff.

II) Consulting on managing change, handling hostility, restructuring and organizational renewal.

III) Other services dictated by the department's needs.

WORKING IT THROUGH STRATEGY (WITS)

A manager's guide to managing people during workforce adjustment

1. Internal Reform
2. Workforce Adjustment
3. Organization Renewal

This is a guide for you, the manager who must tell employees that they are laid-off and/or who is faced with managing the remaining staff and the services they provide. In other words, this is a guide for managing workforce adjustment.

The guide addresses two main questions:

What can I expect?
What can I do?

WITS will help you anticipate what to expect when employees are given lay-off notice. It offers suggestions to help laid-off employees, as well as those who remain, cope with the reality of their situation and constructively get on with their careers and their lives.

ANNOUNCING THE DECISION

Telling someone they are laid off is one of the toughest things you'll ever do. Planning how you do it will increase your confidence and effectiveness. The following ideas should be tailored to your situation.

1. PLAN THE MEETING

   - Where, when and who should be present?
   - What will you say?
   - Play the meeting through in your head – but expect surprises.
   - Prepare responses to expected questions.
   - Consider anything "special" about the person or their circumstances.

2. BEGIN MEETING WITH INITIAL STATEMENT

   - It was a policy decision based on financial considerations.
   - Your position is being phased out.
   - "I want you to know I consider you a valuable employee."

3. PRESENT MINIMAL WRITTEN INFORMATION

   - Give letter of lay-off and the information sheet outlining services available.

4. ASK FOR QUESTIONS

   - Listen intently and respond with empathy and support.

5. SUMMARIZE ANY UNRESOLVED ISSUES

   - Come to an agreement on how issues will be resolved.
   - If the employee does not participate, give advice.

6. CLOSE THE MEETING

   - Ask the employee what he or she wants to do with the rest of the day.
   - Schedule a second meeting.
   - Remind him or her to think about what assistance you can provide.

Someone just told they are being laid-off will not be able to "hear" too much. A second meeting is important for the discussion of any details.

HOW WILL THE EMPLOYEE FACING LAY-OFF REACT?

Recognizing the different phases employees will experience in coping with lay-off, and letting staff openly express and deal with each stage, will allow the organization to move through the process of adapting constructively and more quickly. Ignoring or suppressing the natural emotional responses that people have to disruptive events would negatively affect the individual's and the organization's ability to adapt.

THE FOUR PHASES OF COPING

There is a predictable pattern of behaviour when people try to deal with major disruptions in their lives. This pattern, an "emotional roller-coaster", has four phases:

Phase 1: DENIAL

Phase 2: ANGER

Phase 3: ACKNOWLEDGEMENT

Phase 4: ACCEPTANCE

When working with those who are to be laid-off or with those who remain, information and direction in large doses are essential or people will be swallowed up in ambiguity.

Knowledge, clarity, clear direction and moving towards specific concrete and relevant goals are the best means of leaving the old and beginning the new.

It is not a question of whether people will go through four phases of coping, but rather:

- When?
- How deeply?
- How long?
- Whether, and to what degree, will people ever actually accept and adapt to the change?

The important thing to remember is that people go through a natural process of dealing with change and you, as their manager, can help them during the transition.

Passage through the four phases may not be lineal. Someone may move among the phases. You may be shocked at the "turning" of an employee, sometimes many months after the initial event.

Employees who will be laid-off probably will experience the first two phases of the coping process while they work out their notice periods. You need to be sensitive to this fact and to support the employees as much as possible.

The department, as an organization (and the people who remain working in it), can expect to go through the entire four phases of coping over the next year or two, and management has to recognize this fact and plan pro-actively to work with it.

It is important to reduce ambiguity.

PHASE 1: DENIAL

This phase begins the moment the message is delivered. Because of the shock associated with this phase, don't give complicated details on the person's situation and options because they may not sink in.

WHAT TO EXPECT

There are common reactions at this stage:

- the news does not sink in;
- people feel numb;
- nothing happens; or
- people may go about their work as though nothing has happened.

While denial is the natural first phase, it can be harmful if people get stuck at this stage. Denial gets in the way of facing reality, of moving ahead and adjusting to the new way that things are going to be. People stuck in the denial phase stay focused on the way things were. They tend to neglect themselves and their future rather than begin exploring how they can or need to adapt.

An example of denial if someone counting on others to do things for them – you, the department or the union. Other examples include the person not sharing information with their support system, not accepting assistance when it is available and having difficulty making a decision.

The denial phase will be prolonged if staff are not allowed to register any reaction. It may appear that people are coping while in reality they are still affected emotionally by the disruption.

WHAT TO DO

Your role is to tell the person the news that has to be passed on. This can best be done by:

- giving people clear, consistent messages;
- using both verbal and written materials;
- explaining the impact of the news for the person and the degree of support he/she can expect from you and the organization; and
- one-on-one communication with senior people carrying the message.

Where you see someone getting stuck in denial, ask what he/she has done so far or ask if they would consider the Employee Assistance Program.

PHASE 2: ANGER

This phase is characterized by self-doubt, resistance, distrust, depression and uncertainty. Anger may be the behavioural by-product of fear, how someone experiencing a crisis finds emotional release. This is natural. Intense or prolonged anger, however, can have negative consequences for both the individual, co-workers and family.

Depending on what else is happening in a person's life, three or four weeks is a reasonable amount of time for someone to spend dealing with shock, denial and anger.

WHAT TO EXPECT

Consequences of the anger phase may be: a lack of motivation, difficulty concentrating, blaming, unco-operative or demanding behaviour or interpersonal conflicts. The individual may experience feelings of hopelessness, losing control or abandonment. In the extreme, they may succumb to substance abuse.

Anger may be directed at you, the department, the union or those not laid-off. It may be manifest in such extreme behaviours as threats or withdrawal. In the latter, the person is internalizing anger and you may not be immediately aware that they are in the anger phase.

WHAT TO DO

Listen and create opportunities for discussion and feedback. Let people ventilate their feelings.

- Provide clear information.
- Only promise what can be delivered.
- Create opportunities for discussion within work groups.
- Make the changes resulting from workforce adjustment a regular item at staff meetings.
- Ensure that senior executives, managers and supervisors are available and accessible to staff.

This is a time for meetings, a time for listening with a caring attitude. You do not have to "solve" people's problems or change people's feeling. You do have to make time for giving clear and accurate information. It is important not to lead people on with half explanations or false hope.

Where you experience extreme or prolonged anger, consider asking the person:

- Have you ever experienced this before?
- Who else have you talked to?
- Do you think it would help to talk to someone from the Employee Assistance Program?

PHASE 3: ACKNOWLEDGEMENT

During the acknowledgement phase, people begin to accept the new reality, bring "closure" on the past and get a clearer perspective on their current situation and prospects.

WHAT TO EXPECT

This is a time for people to tap into their internal energy and look for ways to move into the future (searching, testing, experimenting, exploring). This is also a time for questioning to look for new ways to deal with one another or new ways to secure one's future. This is a time for you to give or reinforce information to help people make informed choices or locate new jobs, for example.

WHAT TO DO

Participate in the exploration process and demonstrate to your staff that you are trying to grapple with the adjustments needed. This can best be done through:

- discussing your own "ups and downs" with the adjustments, letting staff in on your thinking;
- being visibly involved in coping with the changes; and
- keeping the changes "out on the table" for both formal and informal discussion.

PHASE 4: ACCEPTANCE

WHAT TO EXPECT

During the acceptance phase, people solidify clear goals and a sense of how to reach them.

WHAT TO DO

You can assist staff by helping them put their own resources to work.

Your role is to "champion" the adjustment and the acceptance that has taken place. This can be done by:

- "celebrating" small victories and final results;
- reporting on progress to staff and the executive;
- clearly demonstrating your own readiness to adjust;
- publicly and personally thanking the people within your organization who helped everyone adjust; and
- recognizing and rewarding people who take initiative to cope with the needed adjustments.

REFERENCES

Kline, D.A. and J. McKinlay. "New Model of Change Managers." Unpublished notes, August 1989.

LAY-OFF AND THE INDIVIDUAL - WHAT TO LOOK FOR

Besides expecting the employee to pass through four phases of coping, you can benefit both yourself and the employee by being aware of the following:

WHAT TO LOOK FOR

- Employees are experiencing a crisis. They need to talk about how they feel.
- Older employees tend to get little sympathy. "Well you're close to retirement anyway," or "It's a good thing your kids are grown up," are some of the usual comments.
- People who lack confidence in their own abilities to survive lay-off or find another job have more difficulty than those who are confident and hopeful about the future.
- Whatever resources employees used to resolve previous crises can be used again.
- A person's spiritual condition can be as important as his or her emotional and physical condition.

HOW TO HELP

- Tell them to take time to accept and adjust to their feel. situation.
- Have them focus on their strengths and abilities rather than shortcomings.
- Encourage them to seek out the support and compassion of a good listener.
- Ask them to make a broad personal inventory of their skills and their related application.
- Provide resources (typing, word processor, copier, etc.) to help employee prepare a resume.
- Encourage the employee to treat job search as an actual job.
- Encourage the employee to make a plan of action and follow it step by step.
- Encourage the employee to use free time constructively (for recreation or getting involved with others who have been laid-off)

THE TRANSITION PROCESS

Whether it is the employee being laid-off or the employee remaining, there are ways to adjust to the change.

As their manager, get them to think about these actions. Do so when the time is right, not when you first give the news.

1. Reflect on feelings with a listener - unburdening negative feelings can allow healing to begin.

2. Restructure your present - push yourself back to a setting which provides a sense of order and stability.

3. Resume living your life - capitalize on your past experience to build a more meaningful future.

4. Reassess your situation - accept the reality of what now is, rather than brooding on what might have been.

5. Reassert your control - make a definite decision to begin taking control over your own life.

IDENTIFYING AN EMPLOYEE'S STRENGTHS

One way to help employees looking for a job is to get them to think about the abilities they have and the behaviours they exhibit on the job.

This is an important contribution you can make to that employee's job search and his/her confidence.

It will enable you to career counsel the employee and will put you in a position to give a more complete job reference.

This is not a performance review and care must be taken that employees doesn't see it as such. It is a way for you to help the employee identify their strengths.

Intellectual ability

- Analyzes problems with an open mind _____
- Processes information from variety of sources _____
- Develops new ideas, products or solutions _____
- Quickly grasps new concepts, approaches, or systems _____
- Organizes or reorganizes information in unique ways _____
- Applies creative thinking and imagination _____

Decision-making ability

- Takes a problem solving approach to disruptions at work _____
- Gathers information and utilizes resources from varied sources _____
- Perceives and evaluates alternatives _____
- Analyzes impact of decisions before executing them _____
- Makes and implements decisions compatible with organizational goals _____
- Supports decisions with appropriate evidence and rationale _____

Communications skills

- Listens effectively
- Responds clearly and directly _____
- Uses vocabulary appropriate to a situation _____
- Prepares clear, concise reports or records _____
- Receives written and oral instructions _____
- Describes or explains information, concepts, ideas or instructions to others _____

Supervisory ability

- Plans and directs work of others _____
- Recognizes strengths and limitations of self and staff _____
- Exercises control by follow-up and monitoring quality of work _____
- Confronts problems or successes and provides negative or positive feedback _____

Interpersonal skills

- Works co-operatively with a variety of individuals _____
- Interacts effectively with the public and co-workers _____
- Recognizes strengths and limitations of self and others _____
- Gains the confidence and trust of others _____
- Exhibits appropriate sensitivity to feelings of others _____
- Focuses on task or performance rather than personality when supervising or relating with others _____

Clerical skills

- Uses office equipment such as typewriter, copier, keypunch, etc. as required _____
- Demonstrates knowledge of common formats for correspondence and reports _____
- Produces finished typewritten copy from rough drafts _____
- Devises and access different filing systems _____
- Maintains attention to detail _____

Analytical ability

- Defines parameters of task and desired objective(s) _____
- Gathers relevant data from appropriate sources _____
- Identifies all relevant factors or restrictions _____
- Applies logical reasoning to determine relationships of variables _____
- Develops results-oriented conclusions _____
- Tests assumptions, observes results and incorporates revisions or corrections _____

Organizational ability

- Plans, organizes and monitors activities according to priorities _____
- Establishes schedules, deadlines or quotas _____
- Coordinates resources toward fulfillment of desired objectives _____
- Organizes work autonomously or as part of a team _____
- Controls and/or adapts to interruptions, changes, disorder, repetition without losing efficiency or composure _____

Assertiveness and enthusiasm

- Pursues goals with commitment and take pride in accomplishment _____
- Takes initiative eagerly, persist at tasks, and maintain high energy level _____
- Demonstrates self-confidence and a positive attitude toward self and others _____
- Enjoys reasonable risk-taking and competition _____
- Expresses personal and organizational needs in a positive, constructive manner _____

Responsibility and maturity

- Does a thorough job on each task and complete assignments on time _____
- Implements or works within organizational policies and guidelines, relating own efforts to organizational goals _____
- Maintains composure, effectiveness and flexibility under pressure _____
- Recognizes problems and enlist outside assistance when necessary _____
- Encourages flow of information about decisions, problems and successes _____

Technical knowledge

- Demonstrates understanding of terminology, principles and theory applicable to task _____
- Reads manuals, blueprints or journals as required _____
- Follows required technical, industrial or regulatory guidelines _____
- Demonstrates knowledge of issues, problems and/cr innovations specific to industry _____
- Diagnoses, maintains and troubleshoots equipment or systems _____

Manual skills

- Recognizes and uses tools or equipment with dexterity and economy of effort _____
- Keeps equipment and work area neat and clean _____
- Anticipates and prevents accidents _____
- Does mechanical tasks as required such as taking measurements, sorting, etc. _____

Mathematical ability

- Works comfortably with figures _____
- Develops or apply pricing or financial plans _____
- Performs calculations accurately _____
- Formulates measurement systems _____
- Identifies and correct mathematical errors _____
- Forecasts, budgets and/or reports quantitative data _____

MANAGING COMMUNICATIONS WHERE EMOTIONS ARE HIGH

When telling an employee he/she is laid-off or dealing with the aftermath, expect emotions to surface. It is normal.

HOW TO PREPARE

Dealing with emotions begins with preparing yourself. Before talking to the employee:

- try to imagine how you might feel if you were the one told;
- expect some emotion. It is normal;
- Evaluate yourself. What gets you? Is it anger? Is it sarcasm? Is it silence? Whatever it is, say to yourself, "I will not let myself get hooked if I hear it";
- accept that what you are doing is hard; and
- congratulate yourself for being strong enough to communicate with another in a caring manner.

WHAT TO DO

To do	Refrain from...
1. Set a supportive, quiet situation for discussion; give your full attention.	1. Interruptions
2. Prepare yourself to hear negative, critical, sometimes unpleasant, confused, distorted talk or silence and reluctance to speak.	2. Acting shocked or surprised
3. Pull back; allow release of the emotions, feelings, sentiment.	3. Disagreeing or arguing
4. Listen, listen, listen.	4. Correcting or denying
5. Listen especially to feelings, attitudes, sentiments, values, perceptions, beliefs as well as to more objective data.	5. Blaming or criticizing
6. Restrain your own emotions in face of the above. Remain neutral. Neither agree nor disagree.	6. Judging
7. All during the above steps try to understand - a) get in the shoes of the employee; b) feel with the subject; c) empathize, see and feel from his/her frame of reference.	7. Reasoning

LISTENING - YOUR BEST ALLY IN MANAGING CHANGE

Do not underestimate the value of listening when it comes to managing through workforce adjustment.

Effective listening is listening with understanding. Someone who has lost his or her job wants to be understood, wants to be heard. The remaining staff want the same thing. They'll remember if you listened. It may be what they remember longest, what they think about first when asked "How were you treated?"

WHAT IS LISTENING WITH UNDERSTANDING?

Listening with understanding means seeing "the expressed idea and attitude from the other person's point of view, to sense how it feels, to achieve his/her frame of reference."

WHAT GETS IN THE WAY OF LISTENING WITH UNDERSTANDING?

Judgement. The very natural tendency to evaluate what we hear, at the time we are hearing it is the main barrier to listening with understanding.

WHAT CAN I DO TO IMPROVE MY CHANCES OF LISTENING WITH UNDERSTANDING?

1. Prepare yourself physically by facing the employee and making sure that you can hear.

2. Watch the employee as well as listen.

3. Hear both what is said and how it is said.

4. Know your biases towards the employee and put them on hold.

5. Keep your mind on what the employee is saying.

6. Make sure, before answering, that you have taken in the other person's point of view.

7. Resist having the last word.

8. Try not to take any expression of feelings personally - they are the employees' feelings and they have a right to them.

HOW WILL THE ORGANIZATION REACT?

THE FOUR PHASES OF COPING AND ORGANIZATIONAL RENEWAL

Like individuals, the organization you manage will pass through similar stages of coping. This, too, is natural. At the same time that you are helping individuals cope with lay-off, you are faced with helping your organization make an adjustment too.

PHASE 1: DENIAL

Those remaining in the organization will experience shock. They will have a hard time understanding what is happening and why. They will feel a sense of isolation, of being disenfranchised from the rest of the department.

WHAT TO EXPECT

Decision making	Less or ineffective as staff are distracted.
Communications	Concern is for self; whatever is said is heard in personal terms.
Interdepartmental relations	Concern for own group is exaggerated.
Planning	Seen as irrelevant.
Organization structure	Real organization structure bears no relationship to what is "on paper."

WHAT TO DO

- Don't expect staff to "hear" what organizational decisions are being made, at least not without some repetition.
- Remember what you say will be heard on a very personal level.
- Don't introduce the "new organization," and if you do, don't expect much interest or enthusiasm.
- Don't begin your planning process.
- Explain the impact of the news on the organization and what the organization can expect from the department.

PHASE 2: ANGER

The remaining staff will feel angry and be inclined to act defensively. "When will the next shoe fall?" is a question they may ask themselves. They may even feel guilty that they still have a job when a colleague and friend does not. They may resent the organization for making them feel the way they do.

WHAT TO EXPECT

Decision making	Seen as autocratic and arbitrary, even if it isn't. Unwilling to participate in it.
Communication	Is ritualized, going through the motions.
Interdepartmental relations	"Why us and not some other area?" Feeling on the outside, alienated from the department.
Planning	Expedient, will do it if it is really necessary for the short run.
Organization structure	Desire for traditional reporting relationships.

WHAT TO DO

- Create opportunities for staff to share their feelings.
- Acknowledge their feelings.
- Be accessible.
- Spend time at staff meetings to "process" how the meeting is going or went.
- Quickly provide the information they ask for.

PHASE 3: ACKNOWLEDGEMENT

Anger gives way to depression. "It really happened. What can I do?" staff may say. They look for "deals" they can make that will increase organizational stability.

WHAT TO EXPECT

Decision making	While feeling uncertain, there is a willingness and need for participative decision making.
Communication	Staff become more comfortable with self-examination, sharing their thoughts and being supportive of one another.
Interdepartmental relations	The beginning of acceptance of resources outside the organization and a mutuality of interest.
Planning	Wanting to look at it more broadly.
Organization structure	Willing to tie it to function and move away from what it was.

WHAT TO DO

- Wherever possible, get staff input before decisions are made.
- Show staff a willingness to be influenced by that input - if there isn't one best way to do it, go with the staff recommendation.
- Let staff know how you are feeling.
- Let staff know not only what you think they should know, but what they want to know.

PHASE 4: ACCEPTANCE

Here you begin organizational renewal. In the denial phase staff denied what was happening to them. In the anger phase they wanted to retreat to the way things were. In the acknowledgement phase they told you they were ready for the present. Now they are ready to deal with the future.

WHAT TO EXPECT

Decision Making	Willingness to be flexible and diagnostic in approaches to solving problems and making decisions.
Communication	Collaboration with one another is desired.
Planning	How do we optimize the position we are in? What are the opportunities? Planning with a purpose beyond mere survival.
Organization Structure	Wanting a structure that is responsive to change.

WHAT TO DO

- Bury the past. Meet with staff to celebrate "what we were" and to say what anyone needs to say to begin putting it into the past.
- Publicly and personally thank staff for their help in adjusting.
- Agree with staff on a planning process.
- Implement the planning process.
- Continually and visibly recognize staff who make positive contributions and are innovative.

BUILDING MORALE

You cannot build morale in the sense that there is one formula to motivate everyone. People have lost their jobs. Others feel insecure. Keeping a job will not in and of itself make someone happy and productive.

You, as the manager, cannot bestow high morale. You can, however, help create the conditions under which it has a chance of happening.

Self Assessment

1. I inform staff of how and what, we are doing fits into the department's plans for renewal.
2. I consider staff aspirations and needs when I delegate.
3. I ask staff how they are feeling.
4. I epitomize what I expect of them.
5. I encourage a free exchange of communication.
6. I can point to examples of involving staff in decision making.

If the above six statements apply to you, you are on your way to building an environment for improved morale.

HOW CAN A MANAGER BOOST MORALE, AND HOW CAN STAFF AND THE MANAGER WORK TOGETHER TO RAISE THEIR OWN MORALE?

1. Communicate with staff about how they want to be informed and motivated.
2. Know what each staff member is working on and communicate how each contribution fits into the whole.
3. Be honest, care about the individual and what they are doing and don't let your personal issues get in the way.
4. Let staff know that morale is a partnership matter.
5. Give "whole" responsibilities, recognize initiative, encourage risk taking, avoid dependency on you, encourage the asking of questions.
6. Talk, talk, talk.
7. Ask staff what they need to feel successful and help them get it.
8. Build a "vision" to work towards.
9. Confront cynicism.
10. Lead by example.

ACCEPTING CHANGE

People will accept an organizational change if they are:

- Involved in the process of change.
- Asked to contribute (knowledge, attitudes, suggestions, feelings, opinions) to the change.
- Informed of the reasons for and the advantages of the change - especially as they relate to issues of uncertainty and anxiety about the change.
- Communicated to with honesty about all facets of the change.*
- Given concrete and specific feedback about the change.*
- Respected for their feelings, whether supportive or opposed to change.
- Asked and given what assistance is needed to deal with the effects of the change on the job.
- Recognized appropriately for their specific contributions to the implementation of the change.

* These two requirements tend to create an atmosphere of confidence and trust in and of themselves.

ORGANIZATION RENEWAL AND STAFF DEVELOPMENT

Options for staff development can be important assets when you are considering how to develop the remaining staff to meet the mandate of your organization.

Before you and your employee pick an option, however, an assessment of needed skills, knowledge and employee talent is necessary.

DEVELOPMENT ACTIVITIES

1. JOB COACHING

   This may include progress discussions, question-answer sessions, or working through an actual problem with the employee in order to provide direction and guidance.

2. SKILL TRAINING SEMINARS

   On-site or off-site workshops to improve a skill.

3. UNDERSTUDY TRAINING

   The employee working closely with the manager to develop the employee's potential for assuming the manager's or some other higher level position.

4. HOME STUDY

   This requires considerable employee discipline and effort and your help in selecting the appropriate materials.

5. JOB KNOWLEDGE SEMINARS

   These are helpful for both improving on-the-job performance and improving knowledge required, relative to transfer and promotional potential.

6. STAFF MEETINGS

   This includes the employee's attendance and effective participation in staff meetings.

7. JOB ENRICHMENT

   Expanding the employee's present responsibilities to include a wider variety of tasks, assignments and duties.

8. JOB ROTATION

   Moving the employee to the jobs with different functions that will increase knowledge of the organization and require a different variety of skills.

9. TASK FORCE ASSIGNMENTS

   These are useful in helping the employee acquire skills for dealing with complex issues of large organizational scope.

10. LATERAL TRANSFER

    Similar to job rotation, it's useful in developing special knowledge areas.

11. ACTING OR REPLACEMENT ASSIGNMENTS

    Temporary appointment to higher level job in order to develop potential useful for promotion.

12. SERVING AS A CONFERENCE LEADER OR INSTRUCTOR

    Preparation and research into particular areas can provide valuable development in special knowledge areas.

13. PLANNED READING OF BOOKS AND ARTICLES IN SPECIALIZED AREAS

    Improves the employee's deficient knowledge areas.

MANAGING THE MANAGER - TAKING CARE OF YOURSELF

Managing through workforce adjustment is also hard on you.

Take care of yourself.

1. If you need to know something that will help you manage, ask.
2. Talk to colleagues who are managing through the same experience.
3. Give yourself credit - celebrate successes and let others know about them.
4. Admit to yourself that this is hard.
5. Feed your whole self - your emotional, physical spiritual and intellectual needs.
6. Project the future - write down what you see in the future that makes life worthwhile, personally and professionally.
7. Talk to family and friends.
8. Exercise.
9. Keep it in perspective - seek out what makes you laugh.
10. Meet with those in your department and in the CSC who are here to help you.

REFERRAL DIRECTORY

GOVERNMENT AND COMMUNITY RESOURCES

SECTION OBJECTIVE:

To provide managers and case managers with a listing of services and supports available to assist employees adjusting to lay-off.

Included in this section:

- Civil Service Commission services and contacts
- other government and community resources
- employee organizations

CIVIL SERVICE COMMISSION SERVICES AND CONTACTS

At the time notice is given, all employees will receive a list of the services offered by the CSC. The list will also provide the employee with the name of their case manager, to be contacted for referral to any and all services.

Listed below you will find the services available and the contact number to arrange that service:

1. Re-employment list

Upon notification of lay-off, employees will be placed on a re-employment list and will receive first consideration to civil service vacancies for up to one year from the date of lay-off.

CONTACT: Employment Counselling and Support Services
Telephone: 945-2330
Toll Free: 1-800-282-8069 - Ask for ECSS

2. Employee handbooks

Employees will be given a handbook providing general employment information and services to assist them during their work adjustment.

CONTACT: Employment Counselling and Support Services
Telephone: 945-2330
Toll Free: 1-800-282-8069 - Ask for ECSS
Note: Handbooks will be distributed by case managers.

3. Employee Assistance Program

Confidential employee assistance for those employees and their families requiring personal supportive counselling. Service is available free of charge to individuals on the re-employment list.

CONTACT Employee Assistance Program
Telephone: 945-5786
Toll Free: 1-800-282-8069 - Ask for EAP
OR CALL COLLECT

4. Job search centre

INFORMATION RESOURCES
- on occupations, employers, job search methods, making career choices or starting a small business
- job postings, for both inside and outside government
- speakers recruiting for specific occupations
- assistance in liaison with employers

CONSULTATION/COUNSELLING
- individual feedback on resumes and covering letters
- individual assistance with job search
- group work where appropriate
- skill inventory registration

SUPPORT SERVICES
- private rooms with telephones
- photocopying, typing
- computerized resume service
- access to computer with Multimate software

Winnipeg residents may access these services on a drop-in basis.

SERVICES OUTSIDE OF WINNIPEG

If you live outside of Winnipeg please call 1-800-282-8069 and ask to be connected to the Job Search Centre. Information on specific occupations, employers or other matters will be faxed or mailed to you on request. You may also fax your resumes and covering letters to the Job Search Centre co-ordinator for review and feedback. (Fax number 948-2083.) If demand warrants it, the job search co-ordinator will be available for consultation in rural areas for scheduled one-day periods.

OTHER SERVICES

Employee Counselling and Support Services will continue to provide group workshops on career planning, job search techniques, resume writing and interview preparation. They also provide individual employment counselling for employees who want assistance in developing a career plan. These services are available by appointment or advance registration.

For more information on these support services please call:

The Civil Service Commission	Job Search Centre
945-2330 or 1-800-282-8069 toll-free	945-4869

REFERRAL DIRECTORY - OTHER RESOURCES

RETIREMENT/PENSION INFORMATION

Civil Service Superannuation Board
Diane Dropko
Telephone: 233-8722

- Retirement planning seminars and employee benefit seminars

Age and Opportunity Centre
304-323 Portage Avenue,
Winnipeg, Manitoba
R3B 2C1
Telephone: 947-1276

- For persons 60 years of age and/or retired
  - information and referral
  - legal information
  - health screening services
  - retirement planning
  - financial planning, including pensions

UNEMPLOYMENT INSURANCE

Canada Employment Centres

- Applicants must visit the centre closest to their home.
  For information, call the central number 983-4662.

Community Unemployed Help Centre

206-275 Broadway,
Winnipeg, Manitoba
R3C 4M6
Telephone: 942-6556

- Offers assistance to individuals who have concerns or are disentitled to unemployment insurance. Assistance is free and confidential.

JOB SEARCH GROUPS

Winnipeg Job Finding Club

280 Smith Street,
Winnipeg, Manitoba
R3C 1K2
Telephone: 947-1948

- Assistance in job hunting techniques
- Network and support group

EDUCATION ASSISTANCE

Canada Employment Centres

- Full or partial sponsorship for approved courses in approved institutions. Contact local Canada Employment Centre (CEC). (See attached list.)

Manitoba Education and Training

Student Financial Assistance Branch
Telephone: 945-6321
(Toll-free: 1-800-782-0316; Brandon: 1-800-852-2704)

- Financial support to further education

Educational Institutions

- Contact Student Counselling Services at the Institution of interest. (See attached list.)

STARTING A BUSINESS

Federal Business Development Bank
1100-155 Carlton Street
Winnipeg, Manitoba
R3C 3H8
Telephone: 945-983-7900

- Financial assistance, counselling and training

Business Resource Centre
6th Floor - 155 Carlton Street,
Winnipeg, Manitoba
R3C 3H8
Telephone: 945-7738

- Assists individuals wanting to start or expand a business

The Enterprise Centre
667 Ellice Avenue
Winnipeg, Manitoba
R3G 0A8
Telephone: 783-7833

- Provides practical training, professional counselling and business facilities to entrepreneurs.

DAY CARE

Child Day Care office
Manitoba Family Services
2nd Floor-114 Garry Street
Winnipeg, Manitoba
R3C 1G1
Telephone: 945-2197

Employees who are laid off may be eligible for a day care subsidy of up to eight weeks. The Child Care Office can tell them if they qualify for assistance while searching for work.

COMMUNITY CONSUMER CREDIT COUNSELLING

Room 500 - 365 Hargrave Street
Winnipeg, Manitoba
R3B 2K3
Telephone: 944-9704

- Provides individual and group counselling in consumer credit and debt. Provides budget planning, creditor negotiation and assessment.

PERSONAL/FAMILY/YOUTH COUNSELLING

Family Services of Winnipeg
4th Floor - 287 Broadway
Winnipeg, Manitoba
R3C 0R9
Telephone: 947-1401

- Provides family and marriage counselling and sponsors group programs on life-skill topics.

COMMUNITY HEALTH CENTRE

Klinic
870 Portage Avenue
Winnipeg, Manitoba
R3G 0P1
Telephone: 784-4090

- Counselling services and crisis intervention.
- Suicide intervention and counselling.
- general medical services.
- Recreational, health and social resources for senior citizens (60 and over).

LEGAL SERVICES

Legal Aid Manitoba
402-294 Portage Avenue
Winnipeg, Manitoba
R3C 0B9
Telephone: 985-8500

- Provides legal assistance to individuals whose incomes fall within eligibility guidelines.

INFORMATION RESOURCE CENTRES

Contact Community Information
Telephone: 944-8555

- A telephone information and referral service, which links people with the appropriate resource.

CITIZENS' INQUIRY SERVICE

Telephone: 945-3744

- Provides information and referral services to all federal and provincial government departments and agencies.

REGISTRATION FOR UNEMPLOYMENT INSURANCE

To register for unemployment insurance or to speak to a counsellor, affected employees should go to the CEC in the area of your residence or call the central telephone number 983-4662.

	EMPLOYMENT INQUIRIES	UIC CLAIM INQUIRIES ENGLISH / FRENCH
CEC Centre 320 Donald Street	983-5363	983-4662 983-4663 French
CEC East 1122 Henderson Highway	983-5392	983-4662 983-4663 French
CEC St. Boniface 170 Marion Street	983-2510	983-4662 983-4663 French
CEC South 1048 Pembina Highway	983-6670	983-4662 983-4663 French
CEC West 4 - 1680 Ellice Avenue	983-5301	983-4662 983-4663 French
CEC North 1412 McPhillips Street	983-2262	983-4662 983-4663 French
CEC Brandon 153 - 11th Street	727-0583	727-5441
CEC Assiniboine Community College - Brandon 1430 Victoria Avenue East	726-6600	726-6600
CEC Creighton 315 Main Street	687-7441	687-7441
CEC Dauphin 135 - 2nd Avenue N.E.	638-3711	638-8818
CEC Emerson Canada Immigration Centre Highway 29	373-2197	373-2197
CEC Flin Flon Federal Building	687-8231	687-6888

	EMPLOYMENT INQUIRIES	UIC CLAIM INQUIRIES ENGLISH / FRENCH
CEC Lynn Lake Federal Building	356-8300	356-8300
CEC Morden 158 Stephen Street	822-4491	822-4491
CEC Neepawa 225 Ellen Street	476-3371	476-3371
CEC Portage La Prairie 211 Saskatchewan Avenue E.	239-1212	239-1212
CEC Selkirk 2nd Floor - 237 Manitoba Avenue	482-3323	785-2110
CEC Steinbach 323 Main Street	326-1371	326-1371
CEC Swan River 203 - 5th Avenue N.	734-3483	734-3483
CEC The Pas 151 Fischer	623-3453	623-7871
CEC Thompson 3 Station Road	778-4471	778-4494

EDUCATIONAL INSTITUTIONS

Manitoba has many educational institutions that can provide training for a new career. Below is a list of some of the major institutions. Each offers a variety of different courses and programs.

Universities

University of Winnipeg
Continuing Education
515 Portage Avenue
Winnipeg, Manitoba
R3B 2E9
Telephone: 786-9468

Brandon University
270 - 18th Street
Brandon, Manitoba
R7A 6A9
Telephone: 728-9520

University of Manitoba
Fort Garry Campus
Winnipeg, Manitoba
R3T 2N2
Admissions Office
Telephone: 474-8527

Colleges/Training Institutions

Red River Community College
2055 Notre Dame Avenue
Winnipeg, Manitoba
R3H 0J9
Telephone: 632-2311

Counselling Services Section
Telephone: 632-2335

Keewatin Community College
436 Seventh Street
The Pas, Manitoba
R9A 1M7
Telephone: 623-3416

Manitoba Technical Training Institute
607 - 352 Donald Street
Winnipeg, Manitoba
R3B 2H8
Telephone: 942-1771

Assiniboine Community College
1430 Victoria Avenue East
P.O. Box 935
Brandon, Manitoba
R7A 5Z9

Telephone: 725-4530

South Winnipeg Technical Centre
130 Henlow Bay
Box 145
Fort Whyte, Manitoba
Telephone: 488-2451

EMPLOYEE ORGANIZATIONS

1. Manitoba Government Employees Association (MGEA)
   Contact: 982-6432

2. Organization of Professional Engineers employed by the Province of Manitoba (OPEEPM)
   Represented by Professional Institute of Public Service of Canada
   Contact: 942-1304

3. Government Employed Doctors (GED)
   Manitoba Medical Association (MMA)
   Contact: 786-7565

4. Manitoba Association of Crown Attorneys (MACA)
   Conctact: Rob Finlayson, 945-3228

5. Legal Aid Lawyers Association (LALA)
   Contact: Larry Allen, 985-8550

* Excluded - contact your Personnel Director.